



FEBRUARY 2000



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**APPENDIX**

- 1. Citizen Survey Raw Data (including Citizen Comments by Council District)
- 2. The Study Team



# **EXECUTIVE SUMMARY**



## PROJECT SCOPE & METHODOLOGY

### Background

During the FY 1999-2000 Council budget deliberations, questions were raised concerning funding and service levels provided in the area of landscaping maintenance. Staff committed to an evaluation of landscape maintenance activities with updated information provided to Council during the FY 99-00 year.

Given Council's stated interest in this area and the immediate issues facing landscape maintenance (i.e. additional partnerships with Greensboro Beautiful) a comprehensive, service assessment review of the City landscape maintenance and mowing programs should be completed before FY 00-01. Working on an assessment now would provide valuable information for both Parks and Recreation and Budget and Evaluation in preparation for city service issue review in the FY 00-01 budget process.

Directive: Budget & Evaluation staff and staff assigned from Parks and Recreation will develop a project scope and methodology to be reviewed and approved by the City Manager's Office and Parks and Recreation Management. The study proposal should include information on total costs of service, measurements of workload and quality, organizational structure, present and future needs, alternate methods to provide service (i.e. private sector alternatives) and any other issues specifically requested by the parties involved.

### Study Objectives

Purpose: The purpose of the *Landscape Maintenance and Mowing Operations Study* is to assess current and future workloads and service levels and to determine whether these functions are appropriately structured, sized and managed.

- To document existing workload and resource demands (past, present & future) including projected impacts of the Parks & Recreation Master Plan.
- To document community service requests.
- To document current service standards.
- To confirm the continuation of these service standards or develop recommendations modifying them as appropriate.
- To investigate and/or develop service delivery alternatives that maximize output through improved efficiency and effectiveness.
- To assess and develop recommendations regarding the appropriate staffing level of the landscape maintenance and mowing operations.

## **Methodology**

1. Review of previous studies, workload data and service levels.
2. Inventory current facilities and places requiring landscape maintenance and mowing and document matching resources.
3. Develop a factual profile of Parks & Recreation Landscape Maintenance and Mowing operations to identify:
  - Mission(s)
  - Component services & key responsibilities
  - Budget, financial and human resources information
  - Key objectives and performance measures and report most recent data on achievement of these objectives
4. Identify comparable municipal and county programs nationwide and develop comparative factual profiles of these jurisdictions (survey).
5. Observe and document work processes:
  - Interviewing of key personnel
  - Identification of major work categories
  - Development of process flow-chart for each work category
  - Identification of weaknesses and opportunities for improvement in these work categories
  - Observation and, if possible, participation in actual work tasks
  - Reviewing and analyzing information from the Work Management System
6. Conduct a valid citizen/customer survey to provide the study team with factual insights into the perceptions and concerns of the public regarding landscaping and mowing activities in Greensboro.
7. Acquire input from interested community groups and citizens.

## **Study Team Ground Rules and Other Agreements**

1. Parks & Recreation staff agree to participate in a “critical review” of all functions and procedures as well as give fair consideration to new ideas.
2. The Study Team coordinator agrees to keep the team on track and focused. The coordinator shall communicate with Parks & Recreation study team members promptly if he encounters difficulty in acquiring information from Parks & Recreation staff.
3. Should the Study Team recommend reduction of positions or some form of privatization, the department will be given options to manage human resources changes including employee transfer, reorganization or natural attrition.
4. Study Team meetings will adhere to the below tenants. Members will:
  - Test assumptions and inferences
  - Share all relevant information
  - Focus on interests- not positions
  - Explain reasons behind their statements, questions and actions
  - Be free to disagree with any member of the Study Team
  - Make statements, then invite questions/comments
  - Jointly design ways to test disagreements/solutions
  - Discuss “undiscussible” issues
  - Be respectful
  - Participate in all phases of the project
  - Make decisions by significant majority (near consensus) or better.
  - Keep discussions focused



## **LANDSCAPING MAINTENANCE/MOWING STUDY**

### **KEY FINDINGS/RECOMMENDATIONS**

#### **1. The management and supervisory structure in Parks & Recreation Maintenance is not efficiently organized and appears to be overstaffed (top heavy).**

*Generally speaking, the Golf Course Supervisor position, the Park Resources Manager position, the Gardens Supervisor, the Maintenance Operations Supervisor and Park Maintenance Supervisor all have less direct reports than the recommended range. In some cases, there are only 3 direct reports. Interviews indicated that some supervisor/managers ride around together when only one is needed and that employees feel there is too much supervisory oversight. The average number of supervisory reports is approximately 4 in the areas that were studied.*

*The data shows that there are too many supervisor layers in the organizational structure. Five supervisory levels are adequate from the City Manager to the front line supervisor according to contemporary management literature. In the maintenance area being studied here, as many as 7 layers exist.*

RECOMMENDATION: Through normal attrition, delete two (2) supervisory/management positions in Park Maintenance.
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#### **2. There are two sign producing crews within the City organization.**

*A sign shop is located in the Transportation Department and the other is located in Park Maintenance. The Sign Shop located in Park Maintenance produces wooden signs.*

RECOMMENDATION: Consolidate the Parks & Recreation Wood Sign Shop with Transportation's Sign-Shop and relocate Parks & Recreation Equipment to the GDOT Sign-Shop. In exchange for the use of and actual ownership of capital equipment, signs should be produced at no charge for Parks and Recreation. Parks & Recreation will coordinate a joint meeting(s) between GDOT, Parks & Recreation and Budget & Evaluation staff to develop an implementation strategy agreeable to all parties.
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**3. Coordinating volunteerism for landscaping maintenance (including the “Adopt-A-Park” program) is not receiving enough focus.**

*There exists an untapped resource for the City in the areas of labor and contributions. Examples include sponsorships from the corporate sector, individuals, universities, garden clubs and environmental clubs.*

RECOMMENDATION: Establish a position (perhaps contracted) generating maintenance resources covering two major issues: 1) Reducing the resource demand generated by existing facilities through initiatives such as volunteerism, and; 2) Generating new maintenance resources (revenues or volunteerism) offsetting resource demands created by new facilities coming on-line. This position’s performance should be measured in real dollars and/or by the value of in-kind services generated through various projects.

**4. At present, the Parks and Recreation Department provides drivers for the vacuum trucks during the Fall Loose-Leaf Collection program.**

*This resource sharing occurs during the critical fall planting season and delays landscaping projects and other work in the Department.*

RECOMMENDATION: End Parks & Recreation participation in the Fall Loose Leaf Collection Program. At present, Parks and Recreation provides drivers for the vacuum trucks during the critical fall planting period. This recommendation will create additional hours to conduct landscaping maintenance using existing staff.

**5. Parks Maintenance extensively relies on planting annuals during the Fall and Winter to provide color during the colder part of the season.**

*These plants must be replanted every year in each and every location.*

RECOMMENDATION: Where appropriate, reduce the number of annuals planted in favor of more permanent plants, shrubs and trees. The Gardens are excluded from this recommendation. This recommendation will create additional hours to conduct landscaping maintenance using existing staff.

**6. Park Maintenance crew responsibilities include garbage collection and disposal at the Landfill.**

*Solid Waste Management Division also provides this service.*

RECOMMENDATION: Parks & Recreation should coordinate with Solid Waste Management Division to have Solid Waste rear packer crews collect refuse as appropriate in some park locations. This recommendation will create additional hours to conduct landscaping maintenance using existing staff.

**7. Accumulation of compensatory time occurs during storm events and due to maintenance of Athletic Fields in the summer. Offering paid “overtime” to employees is not utilized.**

*Parks and Recreation has a policy for not paying overtime to employees. If no other work is available (due to weather conditions) employees typically use Comp-time for these occasions. Appropriate use of overtime can offer employees increased income, while providing the City with additional resources without additional positions. At present “temporary services” are heavily used in Park Maintenance and the annual cost is approximately \$150,000.*

RECOMMENDATION: Parks & Recreation will integrate an investigation of this issue in the departmental FY 2000-01 or FY 2001-02 work plan.

**8. At present, mowing reimbursement funds from the State of North Carolina are not covering the City of Greensboro’s level of service.**

*There is a possibility that prior research (by GDOT) on this is inaccurate. This issue needs to be resolved.*

RECOMMENDATION: Budget & Evaluation should investigate the NCDOT mowing reimbursement program to document the formula for disbursement.

**9. The City has no official agreement with the Guilford County Schools for providing landscaping maintenance on athletic fields in turn for allowing City use of these fields.**

*The agreement was circulated among departments in February 1999 and its final location can not be determined. In addition, the terms of the agreement were later changed by the City during the budget process while the agreement was not correspondingly revised. At present, additional positions were created in the FY 99-00 and FY 00-01 budget for this contract.*

**RECOMMENDATION:** Re-submit agreement with the Guilford County Schools system for athletic fields. Develop an acceptable phase-in for 20 athletic fields. Consider reallocating Year 2 positions for another area as determined by Parks and Recreation.

**10. At present, staff confusion exists for many facility names and this is decreasing productivity.**

*The study team finds that work orders and signs contradict each other. Due to this, employees indicated during interviews that this is reducing productivity. (Example of confusion: Naval Reserve, Old Naval Reserve, Employee Training Center, Sanford Smith Building are all the same place).*

**RECOMMENDATION:** Parks & Recreation will review all athletic field names, park names, building names, etc. and develop a consistent and reliable naming system. This recommendation which increases productivity, can be implemented in conjunction with implementation of the new work order system.

**11. Questions exist regarding the Street and Sidewalk Fund and its potential availability for sidewalk and street landscaping and installation.**

**RECOMMENDATION:** Budget & Evaluation should investigate the Street and Sidewalk fund as a possible funding source for sidewalk and street landscaping and installation.

**12. Organizational-wide, many departments appear to be using outside companies for landscaping maintenance.**

*Samples for on-going contracts and purchase orders include:*

- *Bryan Park (\$45,000)- Mowing, trash, pruning, weed control, planting*
- *Coliseum (\$18,500)- Weekly service for mowing, trimming, weeding, spraying, planting, etc*
- *Water Resources: 26 Sewer Lift Stations (\$9,100)- mowing and trimming*

- *Housing/CD (\$48,000?)- mowing, trimming, debris removal, boarding up vacant buildings, putting signs up in about 10 neighborhoods.*
- *Cemeteries (approx \$1,020)- mowing, trimming, weeding, spraying, planting.*

RECOMMENDATION: No action is recommended at this time, however, this issue can be further viewed as a part of **alternate** recommendation found under finding #23.

**13.Establishment of a landscaping maintenance internal service fund similar to Equipment Services or Desktop Services could provide a stable and secure funding source and address funding as maintenance areas increase.**

RECOMMENDATION: Budget & Evaluation will coordinate an investigation of the advantages and disadvantages of establishing the landscaping maintenance function as an internal service fund similar to Equipment Services or Desktop Services.

**14.An issue exists regarding Duke Power’s Clear-Cutting at the Audubon along Tankersley Drive between North Elm Street and Church Street.**

*Duke Power must follow certain codes for electric lines that include bush hogging and spraying. Environmental groups want to thin out plant/tree species that don’t meet the codes (mostly trees). This would leave bushes, grass, etc. Storm Water Services has apparently indicated a desire to not be directly involved with this issue. But, an agreement is needed between the City and Duke Power.*

RECOMMENDATION: Parks & Recreation will initiate and coordinate an effort to resolve the clear cutting issue at the Audubon. The negotiation should also include representatives of Duke Power and the T. Gilbert Pearson Audubon Society to develop a proposal for transferring responsibility for landscaping maintenance below utility lines at the Audubon to the City. Note: It has been suggested that once an agreement is reached with Duke Power that 2 positions be for “Stream Corridor” maintenance and that these positions be funded by Storm Water Services, while Parks & Recreation can manage the positions.

**15.According to the results of a Citizen Survey, citizens are generally satisfied with the quality of landscaping services and wish to continue present funding.**

- 1) *Citizens appear comfortable with the current level of service with the highest level of support for enhanced funding directed towards: Parks and Playgrounds (30%); Mowing (23%); Trails and Greenways (21%) and general beautification (20%). Funding levels for park maintenance in district 1 appears to need improvement as well.*

- 2) *Citizens seem very satisfied with the quality of service. The highest ranked service (among citizens with an opinion) was the Gardens (93% satisfaction); Specialty Maintenance (86%); General Beautification (83%); Trails and Greenways, Athletics Maintenance (both 82%). The lowest ranked, but still a majority satisfied were: Parks and Playgrounds (75% satisfied) and Mowing (73%).*

**23. A)The Study Team finds that the appropriate staffing level for the Beautification Crew is 14.82 FTE positions.**

*This staffing level will appropriately maintain existing areas in good to excellent condition and requires the addition of approximately 6 FTE positions. The total cost is approximately \$246,255. This includes all salaries, benefits, operating and capital costs in the first year. The total on-going cost is \$220,680.*

**B)In the last 5 years alone, the number of landscaped areas requiring maintenance has increased 169%. The staffing level has remained the same.**

RECOMMENDATION: The staffing level for the Beautification crews should be increased from 8.664 FTE positions to 14.82 FTE positions. This is an increase of approximately 6 full-time positions. (Alt: A draft RFP should be developed and an equitable comparison should be made to evaluate the lowest cost responsible alternative: contracting or filling of 6 new positions.)

**24. In reference to roadway and median mowing, productivity improved between 1989 and 1994 due to enhanced spraying and transition from push mowers to riding trim mowers.**

*Data collected by the Study Team shows that the number of FTE's to number of miles mowed has decreased while service standards have remained relatively the same- this due to use of new technology and increased effort in spraying.*

*A review of mowing program indicates that the mowing schedule, at present, is "met consistently if equipment does not malfunction and the weather is good."*

RECOMMENDATION: Parks & Recreation will continue to research the latest technological advances that improve productivity in areas such as equipment and genetically re-engineered vegetation.

**25. Parks and Recreation is currently not involved to a high degree in the Development Plan Process.**

*As plans are approved there can be a strong impact on mowing and landscaping operations, especially major developments like Reedy Creek. If Parks and Recreation was included, components of the Master Plan could be integrated into the development plan and ordinances involving urban forestry.*

RECOMMENDATION: Parks and Recreation should be included in the development plan process- to whatever degree is appropriate- with the purpose of integrating components of the Master Plan into proposed development projects and ordinances involving urban forestry.

**26. Greensboro Beautiful, Inc. is in a holding pattern on installing new projects until the City provides staffing to maintain new landscaped areas.**

RECOMMENDATION: The Study Team recommends a *DRAFT* implementation schedule of Greensboro Beautiful projects and other City projects:

DISCLAIMER: This schedule does not imply that Greensboro Beautiful, Inc. or the City has voted to approve or will vote to approve the necessary capital funding for these projects. This information is being provided as a discussion tool and as a planning tool only and should be regarded as such.

PROJECT	IMPLEMENTATION YEAR	OPERATING IMPACT
MLK Streetscape	2000-2001	0.11 FTE
E Wendover @ Burlington Rd.	2000-2001	0.03
US 421 @ Pleasant Garden	2000-2001	0.01
Huffine Mill Road @ E Wendover	2000-2001	0.03
Murrow Blvd @ E Lee	2001-2002	1.0
Ward Street Park	2001-2002	0.01
Rosewood Neigh Park	2001-2002	0.01
E Lee @ E. Florida (includes Botanical Garden at Barber Park)	2002-2003	6.0
Woodmere/Bywood Park (Stream Walk)	2002-2003	0.1
O'Henry Blvd @ Bothwell Street	2003-2004	0.01

Downtown Park	2003-2004	1.5
Church Street Streetscaping	2003-2004	0.75
Southwest Rec Center (Dist 5)	2003-2004	0.05
New Guilford College Library	Unknown	0.01

**RECOMMENDATION:** Parks and Recreation should document prior year or projected future projects that will impact maintenance productivity and budget for them. Parks and Recreation's budget target should be adjusted to account for such growth.

**27. Maintenance for Trails and Greenways are understaffed to appropriately maintain these facilities.**

*As the number of trails and greenways increase in the City (through Grant funding or Bond funding) the City needs to proactively prepare by establishing and implementing a benchmark for providing maintenance to this system. The Study Team finds that 1 FT position is needed for every 12 miles of Class A Trail and 28 miles of Class B trail. Given this standard, the current trail system is understaffed at present.*

**RECOMMENDATION:** The Study Team recommends the addition of 1 full-time position to maintain the current greenway system.



# **ASSESSMENT**

## **Summary of Current Programs (Program Profiles)**

For the purposes of this evaluation, the following programs make up the Landscaping Maintenance and Mowing Operations as it exists now in fiscal year 1999-2000:

- Administration
- Athletic Fields Maintenance
- Trails and Greenways Maintenance
- Park Development and Support Services
- Mowing and Litter Collection
- Nursery
- Beautification of Public Areas/General Landscaping
- Gardens Maintenance

Each of these programs are described in greater detail below:

### **ADMINISTRATION**

Provides general administration and payroll support.

### **ATHLETIC FIELDS MAINTENANCE**

Responsible for the maintenance of 88 acres of turf and skinned areas. This includes mowing three times per week, painting foul lines and painting soccer fields weekly, edging fields, daily dragging and marking, aerification, sodding, spraying, fence repairs, drainage work, irrigation repairs, fertilizing three times per year, working all tournaments. Also included is the maintenance of 30 plus acres of practice fields.

#### Major Functions/Crews

1. Athletic Mowing/Ballfields Mowing (7 Full-Time positions)
2. Turf/Grass Maintenance: In-Field and Line Crew -Dragging and Marking (11 FT positions)

### **TRAILS AND GREEWAYS MAINTENANCE**

Responsible for 40.6 miles of trails and greenways exclusive of the Regional Park trails. Maintenance Division is responsible for mowing and major storm damage and non-routine work such as bridge construction or renovations when projects are too large for adopt-a-trail volunteers. Maintenance Division is also responsible for greenway construction including clearing and grading.

### **PARK DEVELOPMENT & SUPPORT SERVICES**

This section contains 6 crews that work in development of parks, playgrounds, physical structures, departmental support, litter crew, tree crew and routine maintenance as well as providing services to other City departments.

**Tree Crew:** Removes dead trees, trims trees, removes deadwood, grinds stumps, clears sight distance problems throughout the city street system and right-of-ways, and all parks and city owned property. (4 Full-Time Positions)

**Heavy Equipment Construction Crew:** Develops parks, trails, greenways, playgrounds, driveways and parking areas, maintains drainage, re-seeding throughout the parks system and assists other departments and divisions per request. (3 Full-Time Positions)

**Carpentry Crew:** Builds bridges/walkways, park signs, buildings, sheds, picnic shelters, picnic tables and benches. Provide regular maintenance to all above. (2 Full-Time Positions)

**Creebank Debris Removal and Mowing:** Provides litter pick-up two times weekly to 120 plus sites throughout the parks and provides daily pick-up of 18 areas. This crew also manages: Vacant lot mowing and clean-up consisting of 90 plus lots; mowing of 79 miles of creek banks, mowing of 30 miles of roadside banks; mowing of 150 miles of right-of-ways and, maintenance of open space property per request. (9 Full-Time Positions)

**Program Support (Set-Up Crew):** Provides set-up of show wagons, stages, tents, bleachers, pick-up and delivery for department needs, assist in all areas of Park Maintenance Operations as needed. Provides departmental program support. (3 Full-Time Positions)

**PC and Playground Crew:** Installs, inspects, repairs play equipment in 89 playgrounds. Installs and repairs chain link fencing for department and assists other departments upon request. Also manages technology including the work management system. (4 Full-Time Positions)

## MOWING

Includes six crews responsible for various mowing tasks in the City and a Spray Crew:

1. **Spray Crew Description:** Sprays herbicides on all curbing lines along boulevards. Sprays mulch rings around all trees and playgrounds in parks. Sprays all guard rails around parks and boulevards. Edges all curb lines around all boulevards and parks. (3 Full-Time Positions)
2. **Downtown Mowing Crew:** Mows and trims the 37 high profile City properties. These areas are mowed, trimmed and edged weekly. This crew fertilizes 2-3 times per year, aerates and overseeds once per year. This crew takes soil samples and follows recommendations to ensure healthy turf. (4 Full-Time Positions)
3. **Northside Boulevards:** Mows and maintains Northside Boulevards, (Wendover, Summit, Bessemer, 16<sup>th</sup> Street, Cone, Willoughby, Lawndale, Battleground, Murrow,

Market St., and East Lee St.)- half of 112.47 miles and half of 204.5 acres of interchange mowing. (5 Full-Time Positions)

4. **Northside Parks:** Mows at four Recreation Centers and Northside Parks (50 sites). Included on the Northside Crew is Northside Right-Of-Way mowing that consists of 101.2 miles on the streets and 23 miles of trails and greenways. 11% of this crew's costs are shown under Trails & Greenways. (6 Full-Time Positions)

5. **Southside Boulevards:** Mows at one Recreation Center, one Neighborhood Park, mows and maintains Southside Boulevards (Bryan, Holden Rd., West Market St., Grandover, Coliseum, Freeman Mill Rd., Randleman Rd., Liberty Rd.)- mows half of 112.47 miles and half of 204.5 acres of interchanges, Battleground, Burrow, Market, E. Lee- half of 112.47 miles and half of 204.5 acres of interchange mowing. (5 Full-Time Positions)

6. **Southside Parks:** Mows at seven Recreation Centers and Southside Parks (63 sites), includes Southside Right-Of-Way mowing that consists of 113.28 miles on the streets. (6 Full-Time Positions)

## NURSERY

Management of 143 acre City nursery; 20 acres of mowing; 1,460 field grown trees, 7 overwinter houses, 1 greenhouse and approximately 12,000 container plants. These plants are transplanted on property throughout the City.

## BEAUTIFICATION OF PUBLIC AREAS

Installs and maintains landscaped areas throughout the City including City buildings (weeding, spraying, planting, mulching, irrigation, pruning, etc.). Plants all Greensboro Beautiful Honor/Memorial Trees, plants and maintains all Greensboro Beautification projects except the Gardens. Work includes: downtown Christmas lights, watering of hanging baskets in Olde Greensboro, assists on snow, ice and storm removal, assists with adopt-a-park program and tree giveaway program sponsored by Greensboro Beautiful.

## GARDENS MAINTENANCE

The gardens represent two distinct parks: the Arboretum and Botanical Gardens. Each of the gardens is maintained at a higher level to create more special and unique parks.

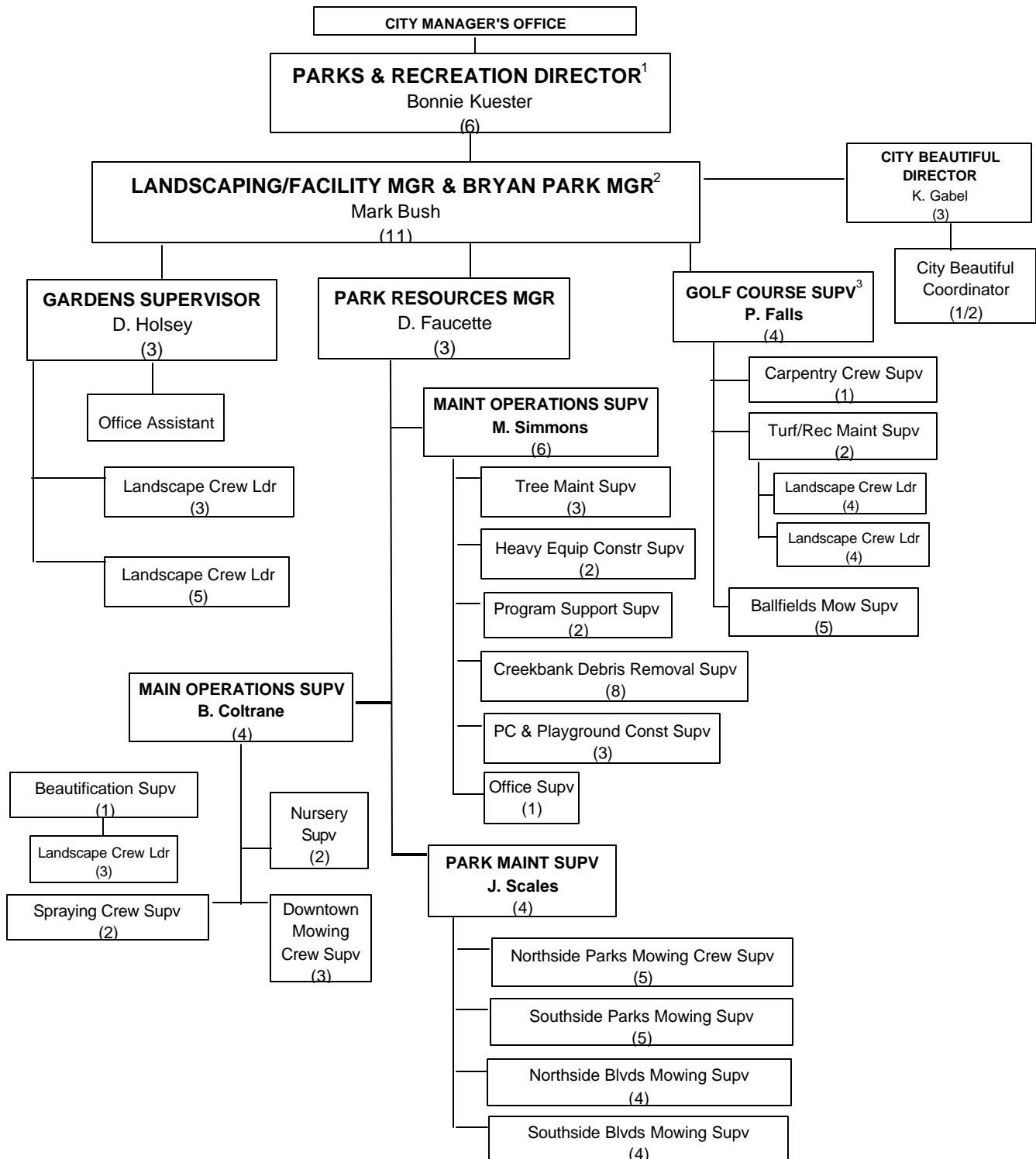
**Arboretum:** Area of responsibility is 17 acres, with 8 acres of landscaped beds and a water feature. There are frequent tours, weddings, educational seminars, and school groups visiting the facility. General maintenance consists of blowing one and one half miles of paved walks, emptying 34 trashcans and cleaning bathrooms three times per week. During the last year the Arboretum has participated in several partnerships and special projects (sculpture show, A & T University, Cooperative Extension, etc.), participated in the development and initiation of the computerized work order system, and nearly completed the

extensive plant labeling project. The Arboretum is part of Lindley Park, which contains a ballfield, a popular basketball court, and picnic and playground areas.

**Botanical Gardens:** The 44-acre Botanical Gardens include the Bicentennial Gardens, Caldwell Historical Park, the Bog Garden and Benjamin Park. General maintenance consists of blowing over two miles of walks and emptying 24 trashcans three times per week and cleaning bathrooms daily. During the past five years a building has been constructed, an additional mile of sidewalks has been added, and approximately five additional acres of landscaping has been planted and is being maintained.

A 150-foot long artificial water feature has also been added requiring specialized maintenance. Annual flower plantings were recently increased from changes twice per year to changes four times per year; however, this will go back to twice per year in 2000. Gardens staff expect to use more container gardening to freshen seasonal looks in the gardens. The annual flower order is currently 26,000 plants. During the last year the Gardens has initiated the computerized work order system, participated in several partnerships (Novartis, A & T University, Cooperative Extension, State inmate work program), and voluntarily added educational materials and tours to meet public demand.

## Parks & Recreation Landscaping Maintenance & Mowing Organizational Structure



**NOTES** (Other direct reports not shown):

1. Bur-Mil Park/Lakes, Program/Community Services, City Arts/Regional Parks/Historical, Adm Srvs, Executive Assistant
2. Bryan Park, Special Services, Memorial Stadium, Cemeteries, Safety, Gillespie Park
3. Gillespie Maintenance

## STAFFING LEVEL ANALYSIS OF BEAUTIFICATION CREW

### Background

Calculating the total amount of work hours (manpower) required to adequately maintain existing landscaped areas is critical to accurately determine appropriate staffing levels. The following section of the report summarizes:

the estimated number of work hours required to keep all existing landscaped areas in good to excellent condition;

the actual and estimated amount of work hours currently completed by the landscaping crews and;

the total amount of available work hours given current staffing levels.

### *Requirements Calculation*

The Study Team estimates that to keep all landscaped areas in good to excellent appearance citywide takes approximately 29,185 work hours each year. This takes into account over 90 locations requiring all or some portion of the following:

1. Weeding 2 to 4 times per year depending on location;
2. Pruning twice a year;
3. Mulching 1 to 2 times per year;
4. Spraying 2 times per year;
5. Illegal litter removal from beds 24 to 36 times per year;
6. Edging beds 2 times per year.
7. Installation of new beds and landscaped areas
8. Planting annuals 2 times per year

The following is a summary of the locations that the 5-person Beautification Crew are responsible for and the level of effort required to keep all landscaped areas in good to excellent condition (expressed in hours per year). The second column illustrates the actual number of hours worked by the Beautification Crew (5 full-time positions and seasonal/temporary labor). Included is the total amount of non-work hours for tasks such as receiving instructions, meetings, training, travel time and estimates for average sick and annual leave.

<b>FACILITY</b>	<b>WORK HOURS REQUIRED</b>	<b>ESTIMATED ACTUAL WORK HOURS (Annualized based on 9 month data)</b>
<b>Libraries</b>		
Benjamin Library	72	54.8
Glenwood Library	324	98
Northeast Library	9	17.8
Vance Chavis Library	135	54.8

<b>FACILITY</b>	<b>WORK HOURS REQUIRED</b>	<b>ESTIMATED ACTUAL WORK HOURS (Annualized based on 9 month data)</b>
<b>Recreation Centers</b>		
Brown Center	1,215	152
Claudcleugh Center	54	54.8
Craft Center	324	52
Glenwood Center	243	48
Leonard Center	1,215	90
Lewis Center	243	102
Peeler Center	162	54.8
Pomona (Folk Center)	162	54.8
Wanersville Center	180	54.8
Windsor Center	144	58
<b>Other City Buildings &amp; Facilities</b>		
Bellemeade and Greene	243	54.8
Coliseum Complex	-	3
Communications Building	405	106
Cone Building	1,215	85
Curb Market	243	84
Davie Street Deck	54	17.8
Dorothy Bardolph Center	-	28
Gillespie Golf Course	810	54.8
Greensboro Cultural Arts Center (Arts Council)	405	121
Memorial Stadium	224	54.8
Park Maintenance Building	486	422
Service Center	54	20
Sanford Smith Building	144	164
Smith Center	-	49
MMOB	2080	2080
<b>Neighborhood &amp; Community Parks</b>		
Arlington	-	35
Barber	243	54.5
Benbow Park	243	156
Big Tree	18	17.8
British Woods	54	17.8
Brown Bark	54	17.8
Bryan Park Complex	54	133
Bywood	18	17.8
Carolina Laurel	54	17.8
Cascade	54	17.8
Cesar Street	54	17.8
College Park	180	53
Craft Park	18	17.8

<b>FACILITY</b>	<b>WORK HOURS REQUIRED</b>	<b>ESTIMATED ACTUAL WORK HOURS (Annualized based on 9 month data)</b>
Cumberland	54	17.8
Dogwood	324	17.8
Douglas Park (New)	-	93
Elmwood	108	48
Fisher Park	1,215	130
Forest Hill	90	54.8
Forest Valley	90	54.8
Foushee Park	-	120
Eastside Park	405	54.8
Foushee Park	810	54.8
Hagan-Stone Park	54	54.8
Henry Street	-	32
Hood Park	54	17.8
Jaycee (Stoner-White)	162	125
Johnson Park	90	58
Keeley Park	-	62
Kings Forest (New)	-	96
Kirkwood	-	41
Lake Brandt	-	104
Lake Daniels Complex	153	54.8
Lake Daniels Reservoir	90	81
Lake Townsend	-	53
Latham	486	77
Lindley Center Park	1,215	101
Lindley Park Masterplan	567	54.8
Mitchell (New)	-	84
Morris Farlow	-	121
Nocho	54	17.8
O Henry Oaks	-	42
Oaks West	54	17.8
Oka T. Hester	54	17.8
Rolling Roads	162	54.8
Shannon Hills	-	48
Springdale	-	58
Starmount	180	54.8
Steelman	-	48
Sternberger Park	486	54.8
Sunset Hills	324	46
Sussman Street	-	64
Voltz-Dale Park	72	54.8
Ward Street (New)	-	70
Woodmere (New)	-	42
<b>Road and Median Projects</b>		
Aberdeen Terrace	144	54.8
Alma Pinnix	144	54.8

<b>FACILITY</b>	<b>WORK HOURS REQUIRED</b>	<b>ESTIMATED ACTUAL WORK HOURS (Annualized based on 9 month data)</b>
Battleground and Wendover	162	54.8
Battleground Court	9	17.8
Blue Star Memorial	9	17.8
Bragg and MLK Bed	54	17.8
Bryan Boulevard	2,430	54.8
Clifton Road Entrance Sign	54	17.8
Coliseum Boulevard	243	54.8
Cone Medians	54	17.8
Elm Street Beds	243	54.8
Freeman Mill Road	486	54.8
Grecade and Battleground	72	54.8
Hamburger Square	243	64
Lee Kinard Bed	9	17.8
Lindell and Market	162	54.8
Old Greensboro Parking Lot	243	54.8
Randolph and MLK Beds	54	17.8
Richardson (Lindsey Youth Plaza)	1,623	49
Route 6 Entrance Sign	162	54.8
Route 6 Medians	405	54.8
Smyers Place	162	54.8
Yanceville & Summit Medians	324	64
Washington St. Mural	54	17.8
Westridge Entrance Sign	162	58
<b>Other</b>		
Bicentennial Gardens	-	82
Old Greensboro Hanging Baskets	96	96
Old Greensboro Parking Lot	-	51
Uptown Christmas Lights	2,160	2,160
<b>Sub-Total:</b>	<b>27,105</b>	<b>10,897.1</b>
Training	111	111
Administration	329	329
Travel	824	824
Average Leave Rate	620.4	620.4
Average Sick Leave Rate	326.4	326.4
Adj. For Vacancies		3000
<b>GRAND TOTAL:</b>	<b>29,336</b>	<b>16,108</b>

In short, the Study Team can document a total of 8,045.9 hours (97%) of the Beautification Crew's potential work time per year.

The number of potential hours per year is calculated in the table below:

Potential Hours/Yr. with 8.664 FT positions:	18,021.12 Hours
(Less Average Leave Rate for 5 FT's)	(1,462.77)
<b>TOTAL:</b>	<b>16,558.35</b>

Comparing the total amount of work hours needed (29,336) to the total amount of potential hours currently available with the total full-time equivalent positions (16,558.35), the difference is 12,777.65 hours. In other words, to maintain existing locations in good to excellent condition the Study Team can document that the City is 6.14 FTE positions short.

The Beautification Crew is currently staffed as follows:

- 5 Full-Time Positions
- 3.664 FTE Roster Hours for Seasonal/Temporary Positions
- 8.664 FTE's TOTAL

**Therefore, the appropriate staffing level for the Beautification Crew is 14.82 FTE positions** to maintaining existing locations in good or excellent condition.

## STAFFING ANALYSIS FOR MOWING CREW

Mowing schedules are divided into 3 distinct classes. Class A maintenance areas are mowed every 5 days during the growing season and are weeded every 8 days. Class B maintenance areas include locations that are mowed every 11-14 calendar days and/or weeded every month. Class C maintenance areas are mowed once or twice per year. The chart below summarizes examples of each mowing class:

**Class A:** *Mowed every 5 days and weeded every 8 days*

Melvin Municipal Office Building	Northeast Branch Library
Cultural Arts Center	Benjamin Branch Library
Cone Building	Glenwood Library
Cone Annex Building	Justice Communications Building
Bicentennial Gardens	Medians around Coliseum Complex
Arboretum	Park Maintenance Building
Starmount Farms Bog Area	MLK at Randolph
Curb Market	Friendly-Market Triangles
Sanford Smith Building	Hamberger Square
Summit-Yanceyville Medians	Old Greensborough Parking Lot
Sternberger Park	Washington Staff Lot

Fisher Park	Federal Place
McConnell Square	Bardolph Building

The schedule goal for Class A locations is met consistently if equipment does not malfunction or if the weather is good.

**Class B:** *Mowed every 11-14 business days and weeded every month (examples include):*

Interstates 40, 85 & 73 (City Limits)	Freeman Mill Road
East & West Wendover Avenue	Bryan Boulevard
Cone Boulevard	Lee Street

Due to annexation, Class B mowing goals have been slightly reduced over the years. Whereas the current goal is "mowing every 11-14 business days", at one time the schedule was every "8-10 business days".

**Class C:** *Mowed once or twice annually (examples include):*

Meadows located at Price Park (new)
Power line Right of Way at Keeley Nursery

The schedule goal for Class C locations is met consistently if equipment does not malfunction or if the weather is good.

## STAFFING ANALYSIS FOR TRAILS & GREENWAYS

Exclusive of the trails within the Arboretum, Bog Garden, Bicentennial Garden, and the Regional Parks, there are a total of 40.6 miles of trails. The classification breakdown is:

	Current Miles	To be completed by Fall 2000	Total
Class A Maintenance	11.95 miles	3.60 *	15.55
Class B Maintenance	<u>28.65 miles</u>	<u>6.00 **</u>	<u>34.65</u>
Total	40.60 miles	9.60	50.20 miles

\*Includes Phase III Lake Brandt Greenway, Price Park Greenway, Bicentennial Greenway (Carolyn Allen Park), Shannon Hills Greenway Extension

\*\* Includes Price Park Trail, Bryan Park at Guilford County

There are currently .2 FTE's maintaining the trails. As stated by the Trails Director, the City needs 1 FT to adequately address trail head maintenance concerns, drainage problems, boardwalk maintenance issues, and mowing. Based on current needs the Director proposes that the City add one FT maintenance employee to cover maintenance needs and that the City add 1 FT position for every 12 miles of Class A Trail and 28 miles of Class B. Incidentally, the majority of future trail expansion will occur as Class A connector trails between facilities as recommended in the Master Plan.

# Citizen Survey Summary

## Introduction

During September/October 1999, the Study Team conducted a random survey of City residents regarding landscaping maintenance and mowing programs. The objective of the survey was to provide the Study Team with factual insights into the attitudes, perceptions and opinions of adult citizenry regarding landscaping programs.

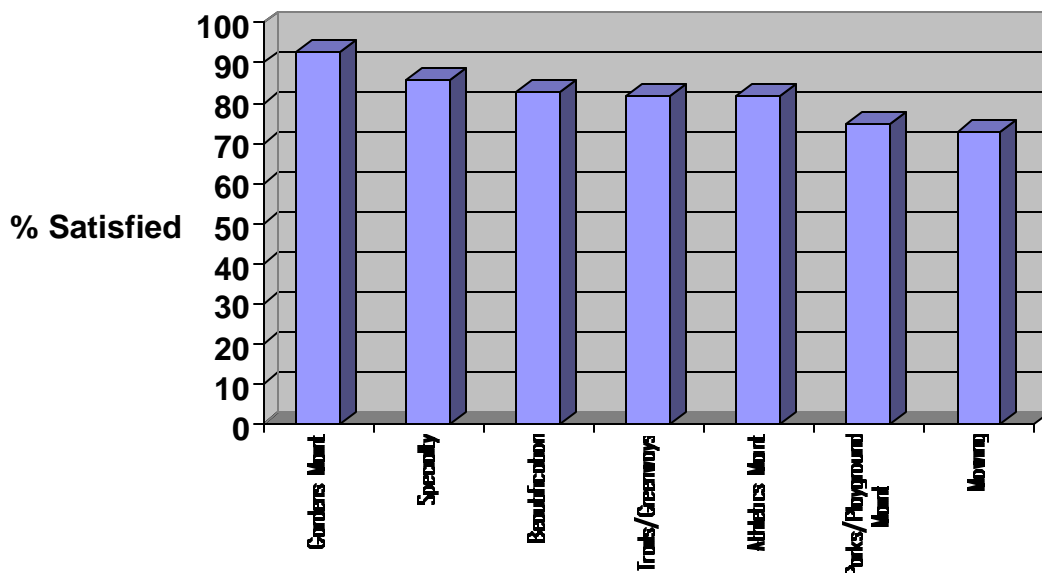
Data points were randomly selected by Water & Sewer billing records and were sorted by Council District by the G.I.S. Division. 200 surveys were mailed to each of the five Council Districts.

The survey data has a margin of error of approximately +/- 6%.



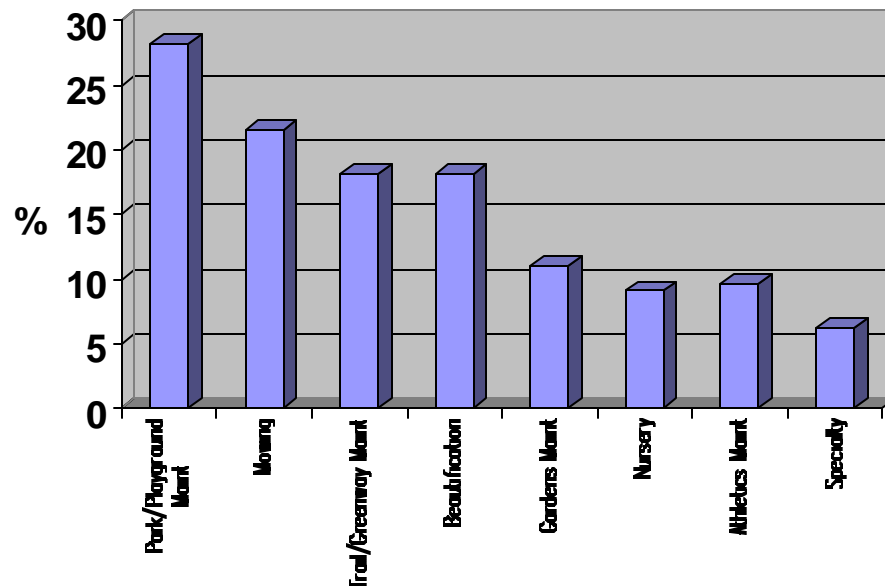
## Quality of Service

(Among survey respondents who had an opinion)



## Funding Recommendations

(Percent of survey respondents who responded that they support enhanced funding.)



### Other Key Highlights

- The percentage of residents in Council District 3 believing that Trails and Greenways Maintenance is a higher priority, was well above the city-wide average. Their response for Gardens Maintenance as a high priority was also significantly above the city-wide average.
- Among residents in Council District 1 (and especially African-American males in Council District 1) the quality of service provided by the City in the area of maintenance of Parks & Playgrounds extremely low responses compared to the city-wide average.
- Residents 19-44 in age are more likely to support increased funding for athletic fields than the city-wide average.

PLEASE SEE THE APPENDIX FOR A FULL SUMMARY OF THE CITIZEN SURVEY

# **LANDSCAPING MAINTENANCE & MOWING STUDY** **GROWTH OF FACILITIES AND AREAS** **1989 TO 1999**

The following chart summarizes the increases in facilities, roads, and other areas that Parks & Recreation landscaping maintenance and mowing crews are required to manage.

YEAR	MILES OF TRAILS	LANDSCAPING: # OF AREAS MANAGED	ACRES OF MOWING (Interchanges)	MILES OF MOWING (Streets & Blvds)	ATHLETIC FIELDS MAINTAINED (ACRES)	ACRES MAINTAINED AT GARDENS	NO. OF PLAYGROUNDS & PARKS
1989	22.6	18	1,200/cycle	425/cycle	25	17	86
1994	35.2	39	1,332/cycle	522/cycle	25	44	87
1999	40.6	105	1,493/cycle	586/cycle	88	61	89

A more detailed summary of the growth and the resources used to manage these facilities is illustrated below.

## Trails and Greenways

YEAR	Greensboro Population	MILES OF TRAILS	# of FTE's	FTE/Miles of Trail	Miles of Trail/10,000 Population	Percent Change in Miles of Trails	Percentage Change in FTE's
1989	182,745	22.6	.2	.009	1.24	-	-
1994	188,228	35.2	.55	.015	1.87	+56%	175%
1999	208,887	40.6	.66	.016	1.94	+15%	20%

## Beautification of Public Areas/General Landscaping

YEAR	Greensboro Population	LANDSCAPING: # OF AREAS MANAGED	Areas Mngd/10,000 Population	# of FTE's	FTE/Areas Managed	Percent Change in Areas Managed	Percentage Change in FTE's
1989	182,745	18	0.98	3	0.167	-	-
1994	188,228	39	2.07	5	0.128	+116%	+66%
1999	208,887	105	5.03	5	0.048	+169%	0%

## Mowing

YEAR	Greensboro Population	ACRES OF MOWING (Interchanges)	# of FTE's	FTE/Mowing Acres	Percent Change in Acres Mowed	Percentage Change in FTE's
1989	182,745	1,200/cycle	10.9	0.009	-	-
1994	188,228	1,332/cycle	10.9	0.008	+11%	0%
1999	208,887	1,493/cycle	12.8	0.009	+12%	+17%

YEAR	Greensboro Population	MILES OF MOWING (Streets & Blvds)	# of FTE's	FTE/Mowing Miles	Percent Change in Miles Mowed	Percentage Change in FTE's
1989	182,745	425/cycle	10.9	0.026	-	-
1994	188,228	522/cycle	10.9	0.021	+23%	0%
1999	208,887	627/cycle	12.8	0.020	+20%	17%

## Athletic Fields Maintenance

YEAR	Greensboro Population	ATHLETIC FIELDS MAINTAINED (ACRES)	# of FTE's	FTE/Acre	Percent Change in Acres Managed	Percentage Change in FTE's	Acres Mngd/10,000 Population
1989	182,745	25	14	0.56	-	-	1.37
1994	188,228	25	14	0.56	0%	+66%	1.33
1999	208,887	88	17	0.19	+252%	+21%	4.21

## Gardens Maintenance

YEAR	Greensboro Population	ACRES MAINTAINED AT GARDENS	# of FTE's	FTE/Acre	Percent Change in Acres Managed	Percentage Change in FTE's	Acres Mngd/10,000 Population
1989	182,745	17	1	0.06	-	-	0.93
1994	188,228	44	4	0.09	+159%	+300%	2.34
1999	208,887	61	7	0.11	+39%	+75%	2.92

### Playgrounds & Parks\*

YEAR	<u>Greensboro Population</u>	No. of Playgrounds & Parks/10,000 Population	NO. OF PLAYGROUNDS & PARKS	# of FTE's	% Change in No. of Play- grounds/Parks	Percentage Change in FTE's	FTE/No. of Playgrounds & Parks
1989	182,745	4.71	86	8	-	-	0.093
1994	188,228	4.62	87	8	+1.2%	+0%	0.092
1999	208,887	4.26	89	10	+2.3%	+25%	0.112

\*Parks include: Neighborhood Parks, Mini-Parks and Playgrounds

# Future Issues

## Greensboro Beautiful Projects

**Greensboro Beautiful, Inc.** is a private, non-profit volunteer organization which works in partnership with the City of Greensboro's Parks & Recreation Department to bring private citizens, businesses, and community organizations together to conserve and enhance the beauty and ecology of our community. The Greensboro Parks & Recreation Department hired its first full-time "City Beautiful" Director in the mid-1960's to develop public/private partnerships in beautification, and to raise funds for landscape projects which the City would not normally be able to fund through its annual budget.

Greensboro Beautiful, Inc. was incorporated in 1968, and began by enlisting the support of the Greensboro Parks & Recreation Department, the Greensboro Area Chamber of Commerce, the Greensboro Council of Garden Clubs, and Sears, Roebuck and Company – each of which still serve as the backbone of the organization as founding sponsors. The organization continues to recruit business leaders, civic organizations, neighborhood associations, youth groups, and schools as active participants in its projects and programs. In 1992, Greensboro Beautiful was certified as an affiliate of Keep America Beautiful, Inc. joining grassroots systems in more than 475 cities, towns and counties across the U.S. which are working to prevent litter and enhance their communities through a variety of beautification efforts.

The Parks & Recreation Department's responsibility to Greensboro Beautiful lies primarily in the provision of program development, volunteer coordination, administrative staff support, labor, equipment, supplies, and in the design and maintenance of landscape projects on publicly owned property. Greensboro Beautiful recruits and provides volunteers for projects, raises funds (approximately \$100,000 annually) for approved project materials (including plants, hardscape items, and special features) and promotes projects in the community through brochures, newsletters, a speakers' bureau, tours, and print and electronic advertising.

Once completed, Greensboro Beautiful projects are turned over to the City, which through the Parks & Recreation Department's Landscape Management and Development Division is responsible for maintenance and continuation of project sites. Over the past 30+ years, Greensboro Beautiful has developed a membership base of over 500 contributors, and has become an active corps of concerned volunteer citizens working effectively with the City of Greensboro to improve our community's environment and visual quality of life through a variety of projects such as:

- ✦ The development of three unique public gardens ~ The Greensboro Arboretum, The Bicentennial Garden, and The Bog Garden
- ✦ Lighted and landscaped welcome signs at city entrances
- ✦ Landscaping at public libraries, along major thoroughfares, and in medians and traffic circles
- ✦ Landscape enhancements in neighborhood parks
- ✦ Two annual community-wide litter cleanups ~ Big Sweep and the Great American Cleanup

- ✍ Urban Reforestation through annual tree giveaways and the Memorial/Honor Gift Tree Program
- ✍ Stream Protection and Restoration Projects
- ✍ Downtown mural gardens and outdoor sculpture in public areas
- ✍ School project grants program
- ✍ Public education through garden tours, horticulture and environmental education programs
- ✍ Business Landscape Awards Program and Annual Volunteer Recognition programs

The Study Team met with Greensboro Beautiful representatives to ascertain the likely initiatives the non-profit agency will undertake during the next 5 years. The Study Team learned that Greensboro Beautiful is in a “holding pattern” pending the outcome of this report. Specifically, that the City address landscaping maintenance concerns before embarking on the implementation/installation of major projects. Greensboro Beautiful also expressed interest in the City acquiring full funding of the administrative assistant position in City Beautiful, currently funded 50 percent by the City and 50 percent by Greensboro Beautiful.

Greensboro Beautiful recommended several new landscaping projects to the Study Team. If implemented and approved by the City of Greensboro, Greensboro Beautiful will coordinate and fund installation. The City is responsible for coordinating the ongoing maintenance of the final product.

#### Greensboro Beautiful's Recommended Projects

- Landscaping for Martin Luther King Drive Gateway Projects (at Gorrell Street -Southside Neighborhood and at Florida Street)
- Landscaping for East Wendover Avenue (U.S. 70) at Burlington Road (includes entrance sign)
- Landscaping for U.S. 421/J.M Hunt Jr. Expressway at Pleasant Garden Road (includes entrance sign)
- Landscaping for Murrow Boulevard at East Lee Street (includes entrance sign)
- Landscaping for East Lee Street at Florida Street
- Landscaping at O’Henry Boulevard/U.S. 29 at Bothwell Street
- Landscaping at Huffine Mill Road at East Wendover Avenue
- Ward Street Park (Playground, trails and landscaping)
- Rosewood Neighborhood Park
- Botanical Garden at Barber Park (10 acres)
- Downtown Park
- Children’s Museum/Church Street
- Woodmere/Bywood Park (Stream Improvements)

#### Other City Projects that Require Ongoing Maintenance

In addition to landscaping projects provided by Greensboro Beautiful, there are a number of other projects sponsored by the City that will require ongoing maintenance. These projects are:

- The Martin Luther King Drive Streetscaping Project
- The East Market Streetscaping Project
- Douglas Park (Citizen CIP Project)
- HOPE VI Project Area (Morningside Homes)

## **Other Future Issues**

There are a variety of other future issues that will greatly impact the ability of Park Maintenance to maintain current service levels. These issues include:

### **Annexation**

### **Implemented Citizen CIP Suggestions**

### **Mid-Year Opportunities**

### **Completed Road Projects by GDOT or NCDOT**

### **Other Capital Improvements Program Projects**

### **Grants**

### **Other (i.e. addition of 2.5 miles of Greenways)**

### **Parks & Recreation Master Plan Development**

### **Schools Agreement(s) for Athletic Fields**

### **Partnerships (i.e. GYSA)**



# APPENDIX

## **Citizen Survey**

### **Municipal Landscaping & Mowing Services**

**1. Please read the following list of services currently provided by the City of Greensboro. In your opinion, are these services a high, medium or low priority?**

**a. MAINTAINING ATHLETIC FIELDS**

*High*            24.4%

*Medium*        46.9%

*Low*            12.0%

*No Opinion*   16.7%

**b. PROVIDING SPECIALITY MAINTENANCE (Setting up for events; emergency clean-ups)**

*High*            28.6%

*Medium*        37.1%

*Low*            18.6%

*No Opinion*   15.7%

**c. MAINTAINING TRAILS & GREENWAYS**

*High*            34.8%<sup>A</sup>

*Medium*        44.9%

*Low*            10.1%

*No Opinion*   9.7%

**d. MAINTAINING PARKS & PLAYGROUNDS (Play equip, picnic areas, tree maint; trash removal; mowing)**

*High*            68.8%<sup>B</sup>

*Medium*        19.6%

*Low*            5.0%

*No Opinion*   6.5%

NOTES:	A) 46.7% in District 3 B) 58.3% in District 2
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e. MOWING (Along STREETS and in MEDIANS)

*High* 47.6%

*Medium* 41.4%

*Low* 7.6%

*No Opinion* 3.8%

f. MANAGING A PLANT NURSERY (seed/propagate flowers & trees used at City parks and gardens)

*High* 21.5%

*Medium* 43.1%

*Low* 23.9%

*No Opinion* 11.4%

g. PUBLIC BEAUTIFICATION (entranceways, government bldgs., landscaping along roads)

*High* 38.3%

*Medium* 45.5%

*Low* 12.4%

*No Opinion* 3.8%

h. GARDENS MAINTENANCE (Arboretum, Bog Garden, Bicentennial Garden)

*High* 41.4%<sup>C</sup>

*Medium* 40.5%

*Low* 10.5%

*No Opinion* 7.6%

NOTES: C) 51.1% in District 3
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## 2. What is your opinion of the quality of service for:

### a. ATHLETIC FIELDS MAINTENANCE

<i>Excellent</i>	9.5%
<i>Good</i>	42.4%
<i>SATISFIED</i>	51.9%

<i>Only Fair</i>	9.5%
<i>Poor</i>	1.4%
<i>UNSATISFIED</i>	10.9%

*Don't Know* 37.1%

### b. SPECIALITY MAINTENANCE (Setting up for events; emergency clean-ups)

<i>Excellent</i>	10.0%
<i>Good</i>	42.1%
<i>SATISFIED</i>	52.1%

<i>Only Fair</i>	7.2%
<i>Poor</i>	1.4%
<i>UNSATISFIED</i>	8.6%

*Don't Know* 39.2%

### c. MAINTAINING TRAILS & GREENWAYS

<i>Excellent</i>	12.0% <sup>D</sup>
<i>Good</i>	50.2%
<i>SATISFIED</i>	62.2%

<i>Only Fair</i>	11.5%
<i>Poor</i>	1.4%
<i>UNSATISFIED</i>	12.9%

*Don't Know* 24.0%

### d. MAINTAINING PARKS & PLAYGROUNDS (Play equip, picnic areas, tree maint; trash removal; mowing)

<i>Excellent</i>	12.4% <sup>E</sup>
<i>Good</i>	54.3%
<i>SATISFIED</i>	66.7%

<i>Only Fair</i>	16.7%
<i>Poor</i>	5.7%
<i>UNSATISFIED</i>	22.4%

*Don't Know* 11.4%

NOTES:	D) 2.8% in District 5 E) 3.1% in District 1 0% Afr/Amer in District 1
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e. MOWING (Along STREETS and in MEDIANS)

<i>Excellent</i>	18.7% <sup>F</sup>
<i>Good</i>	51.2%
<i>SATISFIED</i>	69.9%
<i>Only Fair</i>	21.1%
<i>Poor</i>	4.3%
<i>UNSATISFIED</i>	25.5%

*Don't Know* 4.8%

f. PUBLIC BEAUTIFICATION (entranceways, government bldgs., landscaping along roads)

<i>Excellent</i>	15.3%
<i>Good</i>	58.4%
<i>SATISFIED</i>	73.7%
<i>Only Fair</i>	13.4% <sup>G</sup>
<i>Poor</i>	1.4%
<i>UNSATISFIED</i>	14.8%

*Don't Know* 11.5%

g. GARDENS MAINTENANCE (Arboretum, Bog Garden, Bicentennial Garden)

<i>Excellent</i>	26.3%
<i>Good</i>	45.9%
<i>SATISFIED</i>	72.2%
<i>Only Fair</i>	5.7%
<i>Poor</i>	1.4%
<i>UNSATISFIED</i>	7.1%

*Don't Know* 20.6%<sup>H</sup>

NOTES:	F) 6% Af/Amer in District 1 G) 25.0% in District 1 H) 28.1% in District 1 25.0% in District 2
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**3. The list of programs below are paid for using property tax money. Given that, do you think that the City should increase time & money, maintain level of time & money or reduce time & money for that program?**

**a. ATHLETIC FIELDS MAINTENANCE**

*Increase Funding* 9.6%<sup>I</sup>

*Maintain Funding* 65.6%<sup>J</sup>

*Decrease Funding* 10.0%<sup>K</sup>

*No Opinion* 14.8%

**b. SPECIALITY MAINTENANCE (Setting up for events; emergency clean-ups)**

*Increase Funding* 6.2%

*Maintain Funding* 59.8%

*Decrease Funding* 12.9%

*No Opinion* 21.1%

**c. MAINTAINING TRAILS & GREENWAYS**

*Increase Funding* 18.2%<sup>L</sup>

*Maintain Funding* 58.4%

*Decrease Funding* 10.5%<sup>M</sup>

*No Opinion* 12.9%

**d. MAINTAINING PARKS & PLAYGROUNDS (Play equip, picnic areas, tree maint; trash removal; mowing)**

*Increase Funding* 28.2%<sup>N</sup>

*Maintain Funding* 61.2%

*Decrease Funding* 3.8%

*No Opinion* 6.7%

NOTES:

- I) 15.9% Ages 19-44
- J) 75.0% in District 4
- K) 16.6% in District 2
- L) 8.3% in District 2  
26.6% in District 3
- M) 16.7% in District 2  
4.4% in District 3
- N) 40.6% in District 1

e. MOWING (Along STREETS and in MEDIANS)

*Increase Funding* 21.6%<sup>O</sup>

*Maintain Funding* 65.3%

*Decrease Funding* 6.5%

*No Opinion* 6.5%

f. NURSERY (Plant Production Facility operated by the City)

*Increase Funding* 9.1%

*Maintain Funding* 60.8%

*Decrease Funding* 14.8%

*No Opinion* 15.3%

g. PUBLIC BEAUTIFICATION (entranceways, government bldgs., landscaping along roads)

*Increase Funding* 18.2%

*Maintain Funding* 60.8%

*Decrease Funding* 11.0%<sup>P</sup>

*No Opinion* 10.0%

h. GARDENS MAINTENANCE (Arboretum, Bog Garden, Bicentennial Garden)

*Increase Funding* 11.1%<sup>Q</sup>

*Maintain Funding* 67.3%

*Decrease Funding* 10.1%<sup>R</sup>

*No Opinion* 11.5%<sup>S</sup>

NOTES:	O) 13.8% in District 2 31.1% in District 3 P) 20.0% in District 5 Q) 0% in District 2 R) 16.7% in District 2 S) 22.2% in District 2
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**4. Do you have any other comments regarding the City of Greensboro's Landscaping Maintenance and Mowing operations?**

- See "Citizen Survey: Written Comments" section

**5. Representation of survey:**

a. Age:	19-24	0.5%
	25-44	33.2%
	45-64	36.5%
	65 or above	28.4%
	Unknown	1.4%
b. Race:	white/caucasian	75.0%
	african-amer/black	17.9%
	hispanic	1.0%
	asian	0.5%
	other	1.0%
	Unknown	4.8%
c. Income:	under 10,000	3.3%
	10-19,000	7.2%
	20-30,000	9.1%
	30-40,000	10.5%
	40-50,000	12.0%
	50-75,000	11.0%
	Over 75,000	17.7%
	Unknown	29.1%
d. Council District:		
	District 1	15.7%
	District 2	17.6%
	District 3	21.4%
	District 4	28.6%
	District 5	16.7%

*The margin of error for this survey is approximately 6%*

# **Citizen Survey: Written Comments**

## **Council District 1**

- ◆ Good Job.
- ◆ It appears that certain sections of town, the South side is somewhat not maintained as well as other parts of town.
- ◆ I think that the downtown area needs more plants and shrubs.
- ◆ More work needs to be done in Southeast Greensboro.
- ◆ Need more open basketball courts.
- ◆ Would like to see City enforce vacant lot mowing more often.
- ◆ Littering is bad (trash, etc.). Need to site people for this (higher fines - community service).
- ◆ More attention is needed at Peeler, Windsor, Caldcleugh & Warnersville Recreation Centers. Entrances look to be in poor shape. Frontage and entrances look very bad aesthetically and landscapes need major attention. Windsor Center looks terrible.
- ◆ Your folks are doing a very good job. Thanks.
- ◆ The City needs to do a better job trimming bushes and trees that block the view of stop signs, speed limit signs, etc.
- ◆ Public Parks need to be mowed more often and with greater care.

## **Council District 2**

- ◆ Remember June 30, 1999? City very slow in response and clean-up.
- ◆ I think Greensboro is a beautiful City and also a very clean City but there is always room for improvement.
- ◆ Use Bryan Park Soccer Complex more than anything. The main fields are perfect - the annex needs more work and bathrooms. The City also needs more places to practice soccer.
- ◆ I recently moved to Greensboro and I am unaware of how much money goes to maintaining the different programs or how well they are maintained therefore I am unable to make an informed suggestion on how time and money should be spent.
- ◆ Sorry I could not be of more help. I live pretty close to downtown and walk to work. I don't end up seeing a lot of the public areas around town that you maintain and beautify but I hope you are doing a good job.
- ◆ Please cut weeds along the highway in front of my yard.
- ◆ You do good work but people mess up. Please cut the trees over at Phillips Avenue and along walkways - especially sidewalks.
- ◆ Sometimes when crews are out working there seems to be more people there than needed. Most are standing around talking to each other.
- ◆ Stop cars from parking on sidewalks or stop building sidewalks. High median grass can cause accidents at intersections.
- ◆ The City owned parks, such as Fisher Park, should be better maintained by the City. This is often the first impression visitors have of our lovely City.
- ◆ At the end of Cornwallis and Yanceyville the grass is waist high and has not been mowed at all this summer. It is hard to see to turn right when the light is red. Also the hedges at the McDonald's on Summit and in back of store need cutting. The street corner behind the McDonalds is hard to see around.
- ◆ Yes, quit funding everything that comes along.
- ◆ I think the City is doing a good job.
- ◆ Any new funding should be allocated to additional facilities particularly where development or recent annexation has occurred.
- ◆ I think you are doing a good job. I like the natural area you are doing along streams/creeks. That's the way it should have been.
- ◆ Doing a good job.
- ◆ No more tax.

### **Council District 3**

- ◆ The mowing in the median, on my street, (Willoughby Blvd) is done approximately every 2 to 3 weeks. The associated edging is performed approximately once a year. It would be nice to have mowing done once a week and median edging performed twice a month. Grass also grows between cracks in curbing throughout the City of Greensboro and appears to be left unchecked. More funding should be allocated for the affected areas of our City. To be considered as the best area in the US to live in, these details as well as other things in the survey, must be maintained. Having a beautiful City to live in is not free, so funding levels should be maintained or increased for Greensboro's Municipal Landscaping and Mowing Services. Alex Bryant
- ◆ I believe that volunteer organizations can supplement City funding when it is perceived that more funds might be needed.
- ◆ Start weed eating cracks or spray in sidewalks off Lawndale near Winn-Dixie. This is the first thing you see when coming off of Cotswold...Overall good job.
- ◆ More landscaping.
- ◆ One can not sell their City to business and industry if you do not beautify your surroundings.
- ◆ The Forest Lawn Cemetery has not been maintained since Jack Lewis left. It has gone down.
- ◆ Basically I think Greensboro is a clean lovely City and that crews do a good job.
- ◆ Overkill. We have champagne appetites with beer pocketbooks.
- ◆ Keep bike trails trimmed (Lake Brandt and the like). Keep pavement and fencing maintained. Need trail road warning signs to warn cars of trail crossings at Lake Brandt Road and Cottage Place and Old Battleground.
- ◆ Do not do anything extra that would increase taxes.
- ◆ Private business is cutting too many trees. Also new roadways and widening roads is doing the same. Greensboro is looking too much like a sea of buildings. More green areas and trees are sorely needed. Any influence you can have is needed.
- ◆ Please send a crew to Mayor Allen's home if possible as a reward for her service. Volunteers if needed. Her landscape is crying for help. The landscaping has not provided a good image of a civic leader .
- ◆ Fall planting is more appropriate versus Spring. Support increase spending for grounds maintenance.

- ◆ The City can do a better job of clearing tree limbs that hide street signs. I don't know if this department is responsible. For example-stretch of road going north on Lawndale Drive between Cone and Pisgah, shrubs and tree limbs overhang sidewalks into streets. Overall City does a good job in most areas.

## **Council District 4**

- ◆ Gardens tend to be located in the more upscale areas. Maintenance of parks should be associated with all neighborhoods. I am personally willing to pay more or increase my taxes if all City programs were more evenly distributed throughout all neighborhoods in Greensboro.
- ◆ What is the cost for this nursery and maintenance versus purchasing wholesale? I don't know if this is a cost efficient program.
- ◆ Prefer low maintenance in natural areas. Managing a nursery only if net cost is cheaper. Gardens needed to be designed for low maintenance and low water needs. Mowing is excellent but recommend reducing - i.e. mulch, etc. More natural wildflowers, etc. is needed. Please don't plant in summer droughts. (Bryan Blvd. 1999) Keep water use in mind. Use plants that are very hardy.
- ◆ Use a lot of volunteers for some of the work. Put plaques up in lieu of recognition.
- ◆ Litter clean up needed. Increase leaf removal service.
- ◆ Plant nurseries can be contracted out. Try to reduce costs by outsourcing.
- ◆ Specialty maintenance is not needed. A lot of these sources could be managed and maintained by the following groups of people through volunteering. Pride, personal interest and/or by inmates/convicts that have been incarcerated in the county and city. Neighbors and Garden Clubs, parents of children who participate in local activities through team sports. Let's get involved and reduce our taxes and save it for other needed projects.
- ◆ Why is the watering system not limited during water shortage like residential areas?
- ◆ Circles [editor's note: cul-de-sacs?] in City should be mowed if not owned by homeowners. Example: Rosewood Circle off Tower Road near Guilford College looks terrible - elderly homeowners don't even own mowers now nor the circle---City tanks or something is buried there underground.
- ◆ Why not use local merchants for providing plants?
- ◆ The City of Greensboro is a much more attractive place to live because of public beautification - especially landscaping along roads and its greenways. Good landscaping increases our "equality of life".
- ◆ I would like to see the City do something about bad bumps in the streets along Friendly at Westover. Also at Friendly going west at Adams Street. There are ridges in the street that is tearing my auto apart. Pass this along to the right department. [Editor's note: I contacted GDOT on 10/4/99.]
- ◆ I am thinking about increase taxation and I don't want that.

- ◆ In general -Good.
- ◆ Let's start getting more bang out of the dollars spent for labor, i.e. increase results output. Good Luck.
- ◆ Bicentennial Garden very good.
- ◆ Thanks for asking my opinion. I am a relative new resident and I think Greensboro is one of the most beautiful cities I know.
- ◆ Clean up entrance streets to city. For example, along tracks at Guilford College Road and Market Street. Give the best impressions as visitors enter our city.
- ◆ Doing a good job.
- ◆ Our athletic fields provide income from tournaments. Many visitors have praised the condition of the fields. This reputation spreads and ensures repeat business as well as attracts new attendees.
- ◆ I do think that the city does a good job of maintenance and mowing operations. I think you all do a good job.
- ◆ Let's concentrate our tax dollars by what is more important, with quality paving, maintenance, street and thoroughfares. Checking on traffic flow in congested areas and installing appropriate lights to control traffic.
- ◆ Once a road looks great I'd like to see funding decreased to just maintain, not continually finding more plants/trees to fill space. Seems like Bryan Blvd. Gets more and more, but was already very attractive.
- ◆ Do a better job at the public schools.
- ◆ Clean after mowing is completed.

## **Council District 5**

- ◆ Special maintenance agreement with those who requests and use areas for special events that they will clean up after themselves. Trails and green ways are very well cared for and maintained. If an increase is needed in any area in a given year, increase for that need only. For the areas that I go, I feel that our work crews do a really good job and consider safety of walkers and children, are courteous and post signs as needed for things like use of chemicals.
- ◆ In order to attract "high quality" business(s) to relocate here, I think the medians should be planted and well maintained. It makes a wonderful impression as being a "most livable city".
- ◆ City is not as clean as it was 20 years ago.
- ◆ Leaf collection in the fall has been bad but I read in the paper that more is planned for doing a better job. Thank you. Clovis W. Andrews, 801 Holliday Dr.
- ◆ Great landscaping on 220 - 40/85 Intersections.. 220 north from Asheboro to Coliseum Dr. Lovely Crape Myrtles. Arboretum, Bog Garden and Bicentennial Gardens very good.
- ◆ Just keep on doing a good job.
- ◆ Widen Hilltop Road. Good for everyone living in or out of neighborhood.
- ◆ Thank you for all the work done for neighborhood parks and public areas. I've lived in Greensboro since I was 23 years old and I love living here. Thanks for all City services, police, fire, water, trash/leaf pick up, transportation, etc. You all do a good job.
- ◆ More frequent mowing along roads, trim back trees and shrubs.
- ◆ Efficiency studies of maintenance employees would be beneficial.
- ◆ Better tree and limb removal after storms. Trim trees and bushes next to roadways. Examples: Vanstory, Green Point Dr.
- ◆ As I drive from city to city, Greensboro ranks tops, the best. Keep up the good job. Thanks.
- ◆ If the job is not done properly now why should I expect it to get better with money. Money does not always make people attentive to their responsibilities. They need to personally take pride in their work.

# The Study Team

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